proper co-ordination and full efficiency of the Admiralty were being seriously handicapped by personal factors, among which was the lack of sympathetic confidence between Admiral Beatty, Commanding the Grand Fleet, and Admiral Jellicoe, the First Sea Lord. This disagreement had existed since differences had arisen between them about the Battle of Jutland. After consultation with me, Geddes decided to bring in a Deputy First Sea Lord, to facilitate co-operation between the Grand Fleet, the Harwich Force, and the Admiralty. To this post he appointed Admiral Sir Rosslyn Wemyss (afterwards Lord Wemyss). Wemyss, although a good sailor, was not a man of outstanding ability. But he had two special qualities which were conspicuously helpful under the conditions prevailing at that time in the Admiralty. He was not a factionist. He was neither a Jellicoeite nor a Beattyite. He was quite friendly with both. The second attribute which commended him to Geddes was that he was willing to listen to young officers with ideas. He never stared them out of his room. His eyeglass greeted them with a friendly gleam.

Geddes also proceeded to develop a Plans Division of the Admiralty, at the head of which he placed Rear-Admiral Keyes (afterwards Sir Roger Keyes), to study plans for offensive enterprises by the Navy in the Narrow Seas. A[c c] Channel Barrage Committee"

was set up on i7th November, 1917, with Admiral Keyes as Chairman.

But the inertia and lack of co-ordination in the Admiralty resisted these measures, and on 2ist December, 1917, we found Geddes urging at a Cabinet meeting that he should leave the Admiralty to take charge of the co-ordination of land and sea transport